

# Information Technology Investment Priorities

Information Technology (IT) supports the business needs and priorities of City government. This document aligns IT initiatives identified by the Business Management Council with the Mayor's priorities.

Seattle City government depends on IT to help deliver services to the public and to manage its internal systems. Budget submittals indicate that the City will spend approximately 110 million dollars on technology in 2003. An IT agenda will provide focus that is particularly necessary in difficult economic times. It will:

- Produce *efficiencies in support of direct services* to citizens and businesses
- Create *efficiencies in management* of City operations
- Further improve *management of information technology* and the use of common technologies and practices across departments

These priorities will guide investments in technology, particularly the cooperative efforts which link the many related business needs and computing systems of City organizations. They will guide work programs for the City's departments, IT management and IT governance organizations.

## DIRECT SERVICE EFFICIENCIES

### Priority: Make Seattle a safer city and America's most disaster-prepared city

Ensure that Police, Fire, Law and Municipal Courts have the IT tools they need

- Replace antiquated core systems that support Police and Fire operations (Fire and Police Computer Aided Dispatch (CAD) are used to respond to calls and Records Management Systems (RMS) retain information on incidents and individuals).
- Link justice related systems together to avoid re-entry of data and mistakes and to enable more effective and efficient sharing of information (Seattle Justice Information System (SeaJIS)).
- Improve public safety operations in the field by continuing the successful deployment of patrol car wireless access in SPD and extend to SFD, allowing real time operational communication of information and reducing time spent on paperwork.

## Use IT in support of emergency response and disaster preparedness

- Make sure that key communications systems, e.g., radio and email, are ready for emergency response.
- Use IT tools to support business continuity in the event of natural or manmade disaster.
- Improve linkages between departmental operational response systems, such as the Utility Call Center and Water Operations Center, with the Emergency Operations Center.

## Reduce security risk

- Develop and implement security policies to reduce risk from cyber threats.
- Improve security for critical network devices.
- Safeguard increasingly high profile Internet services, such as those services offering credit card payment via the Web.

## Priority: Create economic opportunity

### Make permitting processes faster and easier

- Establish a plan to assure that the replacement of outdated permitting systems link departments to support faster processing.

### Use community technology centers to enhance IT skills for small business and job training

- Distribute broadband Internet connectivity derived via franchise agreement to community centers and organizations providing technology training and assistance.

## Priority: Make City government more responsive to Seattle residents; instill an extraordinary service focus

### Provide customer service and responsiveness to residents

- Track constituent complaints, issues and answers with implementation of the Internet Quorum Constituent Relationship Management system.
- Improve utility billing and customer service and extended Internet customer self-service options to the Consolidated Customer Service System.
- Increase the convenience of service delivery by putting additional city services online, such as business license renewals and utility bill payment.

## Priority: Increase social equity

Improve the delivery of human services and benefits to Seattle's needy

- Through the Community Technology Program, enhance the capacity of community technology centers to provide skills training and access to government, business information and human services.
- Support Help For Working Families by Improving the efficiency of qualifying and registering for services and benefits, such as Utility Discount Programs.
- Coordinate with local and regional partners on the Safe Harbors initiative to establish 'one stop' access for homeless services.
- Better assess and monitor how the City spends its contracting dollars in support of women and minority owned businesses, e.g. modify Purchase Orders to allow monitoring of contracting dollars.

## Priority: Promote strong civic spirit and citizen involvement

- Extend the Democracy Portal by developing new Seattle Channel programming, expanding the content on the website, fostering use of the Neighborhood Service Center Internet terminals and Community technology centers for civic participation, working with elected officials to identify opportunities for interactive events, and managing move to the new city hall.

## Priority: Improve mobility for people and freight

Use new technology to provide better information to the public

- Provide better information to the public on road work and traffic via the Internet.
- Manage on-street parking by adding "smart" meters that allow for more payment options, variable hours of operation and reduced out-of-service time.

# MANAGEMENT EFFICIENCIES

## Priority: Improve City government's financial condition and service performance

### Reduce administrative costs of City government

- Identify opportunities for efficiencies, shared technology and economies of scale via Chief Technology Officer review of departmental IT budgets, new systems and upgrades.
- Leverage citywide purchasing power and contracting through aggregation of software and infrastructure and more aggressive competition for services such as cell phones.
- Carefully transition key business applications to maximize value. Products that impact many users, such as Microsoft Office 97 and GroupWise, will need to be upgraded or replaced in the future, but carefully timing these transitions can conserve investment dollars and capture additional value.

### Find efficiencies in service delivery/eliminate duplication

- Identify places where IT can improve business efficiency, e.g. change cumbersome manual processes that are used to move data between systems, such as direct entry timesheets and barcoded inventory.
- Develop reusable ways to simplify common business processes, such as accounts receivable and budgeting systems.
- Leverage investment in the Human Resources Information System and Summit to reduce redundant systems, provide enterprise-wide management information, add functionality, simplify support and/or replace some custom-built systems.

# IT EFFICIENCIES

## Make technology improvements through coordination

City government has not yet taken full advantage of the benefits that technology offers. Companies like Amazon, eBay, Oracle and Cisco have substantially improved the efficiency of their operations with technology platforms geared towards real time processing, common use of applications, high reliability and exchange of information.

The City of Seattle can move in the same direction by coordinating IT investments already approved in department budgets. A new generation of

applications which facilitate real-time, integrated processing will enter the City via scheduled upgrades to existing systems.

The key mechanisms to do this can already be found within the City's IT Governance structure. This consists of the Business Management Council (BMC), comprised of departmental business leaders and the Technology Council, comprised of IT directors and various operational groups formed to coordinate efforts around specific aspects of technology. These organizations have a record of working effectively with the Chief Technology Officer to affect real improvements in Citywide technology.

Coordination ensures that individual projects do not invest in different brands and approaches, which would cause the City to miss opportunities for economies of scale in purchasing, training and sharing of skills. It also prevents redundant investments and incompatible systems, which would create more elements to support and maintain.